

GOALS AND POLICIES

5-10-12

Thank you for your contributions. I've combined the suggested edits to the Goals and Policies. I am distributing the Goals and Policies for your review. The following actions occurred:

1. Deputy Policy Chief, Ken Koch's, Policy and Strategies were added.
2. Nat White's suggested Goal and Policies regarding public works yards and equipment were included under the Resiliency Theme.
3. Stephanie Smith's revised resiliency section for clarification.
4. Some minor editing of select goals and policies.

WG to review the following:

- a. Consider Nat White's email in light of Goals and Policies
- b. Review the suggested edits; new goals, policies and strategies. Do the policies direct decisions to achieve the goal?
- c. Goal 1, Policy 4: Discuss and clarify.
- d. Goal 1, Policy 5: Acceptable edit?
- e. Goal 2: Acceptable addition?
- f. Goal 3, Policy 1: Decide to keep, clarify or remove.
- g. Goal 3, Policy 2: Acceptable edit?
- h. Goal 3, Policy 3: Acceptable new suggested policy?
- i. Resiliency: discuss how policies are implemented and implications.
- j. Goal 4: Response to staff comment to clarify. Acceptable edit?
- k. Goal 4, Policy 2: Acceptable edit in response to comment received?
- l. Goal 4, Policy 4: Acceptable edit in response to comment received?
- m. Goal 5: Review. Acceptable new goal?
- n. Goal 5, Policies 1-3: Review.
- o. Goal 6A and 6B: (6A) Keep as preferred goal or include under Goal 2 as a policy. (6B) Keep as goal or recommend moving to Economic Development Working Group?
- p. Goal 6B:

The WG's review comments were added below:

1. Indicates text to add with **ALL CAPS** and bold.
2. Deletions: ~~strikethrough font~~
3. Parenthetical () include notes to attribute editing/notes for tracking.
4. New comments in **RED**.

Theme: Sustainable and equitable facilities

Goal 1: Sustainable public facilities and services will be provided in an efficient, equitable and effective manner

(WG Suggested modification)

- A. **Policy 1** . Assess and require adequate public facilities and services to ensure timely improvements and coverage which is responsive to the community needs
(WG suggested modification to CFS1.1)

Strategies:

1. Master plans, area plans, functional plans and capital improvements shall be coordinated.
2. Utilize the Regional Plan's maps and plans, master plans, functional plans and environmental analysis to identify primary and secondary impacts to service extensions, siting and the timing of capital projects.
3. Demonstrate fiscal balance between provision of service to new areas and renovating service in existing neighborhoods
4. Tailor service delivery programs based on local area requirements, such as elderly recreation, children's services, libraries reflecting community and service area needs, crime deterrents or other specific purposes

- B. **Policy 2**. New Developments shall pay its fair share toward the cost of additional capital improvements, infrastructure and public service needs created by the development.
(suggested modification to CFS1.2)

- C. **Policy 3**. Implement Capital Improvements Program to fulfill the vision of the Regional Plan **(WG suggested modification to CFS1.4)**

Strategies:

1. Coordinate capital improvements with utility providers for shared improvements opportunities during construction
2. Schedule and stage public works project to reduce inconvenience to the public, residents and business

D. Policy 4. Encourage the integration of public service centers

(Define: public service centers. Integration of departments (e.g. one stop shopping, like uses services, agency relationships? Integration of commercial and public sector uses in buildings and/or uses)

Strategies:

1. Create a functional plans for Facilities

E. Policy 5. Support Enhanced Civic Design **FOR ALL PUBLIC FACILITIES**
(Staff suggested modified **Policy CD2.3**)

Theme: *Regional infrastructure coordination*

Goal 2: Pursue **Regional** coordination in planning and implementing regional infrastructure systems public agencies and private providers **WILL BE A PRIORITY.**
(Staff suggested edit)

A. Policy 1. For a satisfactory level of quality, quantity and dependability of services, encourage cooperation and functionality between government jurisdictions, agencies, non-profit and private service providers.
(WG suggested modification to CFS1.3 and insert under Goal 2.)

Strategies:

1. Franchise agreement negotiation/renewals should add a provision to include infrastructure planning.

Theme: *Emergency Response and public Safety*

Goal 3: Ensure the provision of adequate emergency response and public safety services including police, fire, medical and ambulance transport service.
(WG suggested edits)

A. Policy 1: Maintain high quality and efficiency in police, fire and emergency services to the extent that is consistent with operational policies and City and County resources as directed by elected officials.
(WG suggested edits. WG considering to remove as it may be redundant of goal.)

POLICE STRATEGIES:

- 1. PROVIDE EFFECTIVE, VISIBLE POLICE PRESENCE IN THE COMMUNITY, TIMELY, APPROPRIATE RESPONSE TO CALLS FOR SERVICE AND APPROPRIATE INVOLVEMENT IN THE RESOLUTION OF COMMUNITY PROBLEMS.**
- 2. PROVIDE TIMELY, RELEVANT INFORMATION TO BOTH OFFICERS AND CITIZENS.**
- 3. PLAN AND PREPARE FOR THE FUTURE POLICE SERVICE NEEDS OF THE COMMUNITY.**
- 4. PURSUE SUSTAINABLE ALTERNATIVE MEANS OF FUNDING, VOLUNTEER SERVICES, AND ALTERNATE RESOURCES TO IMPROVE POLICE SERVICES.**
- 5. ENHANCE THE POLICE DEPARTMENT'S KNOWLEDGE OF THE PUBLIC'S PERCEPTION AND EXPECTATION OF LAW ENFORCEMENT SERVICES.**
- 6. EMPHASIZE THE ROLE OF LAW ABIDING COMMUNITY MEMBERS, GOVERNMENTAL AGENCIES AND THE PRIVATE SECTOR IN THE DEVELOPMENT OF SUCCESSFUL CRIME PREVENTION EFFORTS.**
- 7. PROMOTE EXCELLENCE IN POLICE SERVICE BY PROVIDING EMPLOYEES AN ENVIRONMENT CONDUCTIVE TO PERSONAL SATISFACTION AND PROFESSIONAL ENRICHMENT.**
- 8. PROMOTE THE SAFE AND ORDERLY MOVEMENT OF TRAFFIC ON CITY STREETS THROUGH THE USE OF SAFETY ENGINEERING, EDUCATION AND ENFORCEMENT.**
- 9. PROMOTE A SAFE ENVIRONMENT FOR THE COMMUNITY'S YOUTH WHILE INVESTING IN THEIR HEALTHY GROWTH AND DEVELOPMENT THROUGH INVOLVEMENT WITH PARENTS, SCHOOLS, AND YOUTH ACTIVITIES.**
- 10. PURSUE THE REDUCTION OF THE OVERALL NARCOTIC PROBLEM THROUGH PARTICIPATION WITH THE COMMUNITY IN EDUCATION AND INTENSIFIED ENFORCEMENT PROGRAMS.**
- 11. ENCOURAGE AN INTERACTIVE PROCESS WITHIN THE COMMUNITY TO ADDRESS AND SOLVE PROBLEMS OF CRIME, PUBLIC SAFETY, DISORDER, SUBSTANCE ABUSE AND QUALITY OF LIFE.**
- 12. ENCOURAGE AND SUPPORT CONTINUED RESEARCH AND THE USE OF NEW CONCEPTS AND TECHNOLOGICAL IMPROVEMENTS.**
- 13. ENCOURAGE CRIME PREVENTION THROUGH THE DEVELOPMENT AND USE OF SPECIFIC DESIGN CRITERIA, STANDARDS CODES, REGULATIONS AND DEVELOPMENT STANDARDS SUCH AS "CEPTED" GUIDELINES.**
- 14. CONTINUE TO CONDUCT POLICE FACILITY PLANNING STUDIES TO DETERMINE WHERE AND WHEN NEW FACILITIES WILL BE REQUIRED AND WHAT LEVEL OF SUPPORTING EQUIPMENT OR PROPERTY WILL BE NEEDED.**
- 15. CONTINUE TO EDUCATE THE PUBLIC ON ISSUES OF PERSONAL SAFETY AND CRIME PREVENTION BY EMPHASIZING THAT ALL CITIZENS NEED TO PLAY A PART IN CRIME PREVENTION, IN PARTNERSHIP WITH THEIR POLICE, IN ORDER FOR IT TO BE EFFECTIVE.**

- B. Policy 2:** City of Flagstaff and Coconino County District fire stations **SHALL** ~~to~~ be located within the prescribed response time from new and existing development as determined by the Flagstaff Fire Department's "Community Fire Protection Analysis" and the Ponderosa Fire Advisory Council.

(WG NOTES: COMBINED POLICIES 3 AND 4.)

- C. POLICY 3: CITY OF FLAGSTAFF POLICE FACILITIES (I.E. MAIN AND SUB-STATIONS) TO BE LOCATED WITHIN THE PRESCRIBED RESPONSE TIME GOALS AND SERVICE NEEDS OF THE COMMUNITY.**

Theme: *Resiliency Planning in facilities and operations*

Goal 4: *All government operations will work to prepare for natural and human-caused hazards.*

- A. Policy 1:** Incorporate resiliency ~~and flexibility of design~~ and preparedness principles into current and future infrastructure development needs.

(Staff comment: I really had a hard time understanding this policy or how it fit with this goal without the strategies listed below. With the text it was even better but still hard to digest alone – I think of writing staff reports and utilizing this policy – it wouldn't really stand alone and I am not sure how to fix it. Action: Stephanie Smith to review).

Strategies:

1. Update internal review procedures to take into account design, economic, environment and climate elements when planning for new development and supporting existing development.
2. Incorporate efficient and renewable energy processes and technologies into existing and future City and County operations.
3. Identify opportunities to reduce the incremental water and energy use as a result of population growth.
4. Research opportunities to update and offset engineering design standards to ensure enhanced preparedness for weather related impacts.
5. Apply defensible property principles to City and County facilities and infrastructure.

- B. Policy 2:** Allocate public resources necessary to prepare and adapt the City and County physical design and operations FOR NATURAL AND HUMAN-CAUSED HAZARDS. (Staff suggested edit.)

Strategies:

1. Pursue opportunities to finance ongoing forest and watershed restoration measures aimed at protecting community resources.
2. Identify the critical key infrastructure that needs to have redundant back up power.
3. Support evidence-based, ongoing assessment of the region's vulnerability and risk to changes in local climate.
4. Effectively manage emergencies and ensure public health and safety.

C. Policy 3: Integrate resource scarcity; and climate-related risk and uncertainty into all public planning efforts.

Strategies

1. Integrate resiliency efforts into water resource management and infrastructure planning policies.
2. Incorporate resiliency and uncertainty into the region's economic development and master planning efforts.
3. Integrate resiliency goals into long-term capital improvement plans, including public infrastructure and facility projects.
4. Ensure climate variability and resiliency efforts are integrated into the role of the public EOC.
5. Integrate resource scarcity into public energy management.
6. Incorporate future climate projections into emergency response and hazard mitigation planning efforts.
7. Ensure adequate water resources and protect watershed health to meet our organizational and community needs.
8. Provide land use planning and decisions that are sustainable under uncertain future scenarios.

D. Policy 4: Institutionalize ~~resiliency by integrating a review structure that applies preparedness principles to an incremental resiliency review structure into~~ all governmental decisions and operations.

(Staff comment: **I am not sure I understand what this is – “...an incremental review structure...”**. Action: Stephanie Smith to review for clear language.)

Strategies:

1. Develop criteria for the City and County master planning efforts that support resiliency and preparedness.
2. Integrate resiliency into public capital improvement project budgets by identifying operations and maintenance plans that counter weather impacts.
3. Identify efforts that support resiliency during the City and County budget review process, including program accomplishments, initiatives and performance measures.

E. Policy 5: Maintain measures to protect life and property in natural hazard areas and human built environments

Strategies:

1. Support evidence-based, ongoing assessment of the region's vulnerability and risk to changes in local climate. Plan for the impacts of natural and human-caused hazards.
2. Address Hazardous Materials Disposal and Reduction. Develop plans, programs, and incentives for the safe disposal and reduction of hazardous materials
3. Incorporate future climate projections into emergency response and hazard mitigation planning efforts.
4. Pursue opportunities to finance ongoing forest and watershed restoration measures aimed at protecting community resources.
5. Effectively manage emergencies and ensure public health and safety.
6. Support FireWise programming in vulnerable and at risk neighborhoods.
7. Incorporate future climate projections into emergency response and hazard mitigation planning efforts.
8. Ensure adequate water resources and protect watershed health to meet our organizational and community needs.

GOAL 5: ALL VEHICLES, FACILITIES AND BUILDINGS WILL BE MAINTAINED TO HIGH STANDARDS. (WG: N. WHITE ADDITIONS)

A. POLICY 1 – CITY AND COUNTY MAINTENANCE YARDS WILL BE OF SUFFICIENT SIZE AND CAPABILITY TO MAINTAIN ALL SERVICE VEHICLES IN A SAFE AND EFFICIENT MANNER.

B. POLICY 2 – THE CITY MAINTENANCE YARD WILL BE LOCATED IN AN ENVIRONMENTALLY SAFE LOCATION AND APPROPRIATE TO THE NEIGHBORHOOD.

C. POLICY 3 – BUILDINGS AND FACILITIES WILL BE MAINTAINED TO INSURE DURABILITY, FUNCTIONALITY, AND SAFETY.

Theme: Education

Goal 6A: Actively coordinate with local school districts, charter schools and institutions of higher learning in the planning, construction, OPERATIONS and rehabilitation of facilities and supporting infrastructure. (WG's suggested edit)

WG NOTES: THIS MAY BE A POLICY AND ALL COULD BE MOVED TO GOAL 2: REGIONAL INFRASTRUCTURE COORDINATION. CONCERNS WITH THE TERM "SUPPORT". DON'T WANT IT TO MEAN, "PAY FOR".

CAC MEMBER, NAT WHITE, TO CONTEMPLATE THIS SECTION FOR THEME, PLACEMENT.

Staff recommendation 5-7-12:

1. Agree as Nat suggested, move as a policy under Goal2.
2. Forward alternate option Goal 6A and associate policies to the Economic Development Working Group.

Goal 6b (alternate option) : Ensure existing and future residents have a strong education foundation to achieve success in the local, regional and global workplace.

- A. Policy 1:** Support higher learning opportunities **(WG's suggested edit)**
- B. Policy 2:** Support public, private and charter school endeavors to educate our children through cooperative planning ensuring safe access to education facilities that are conveniently located throughout the region
- C. Policy 3:** Invest in continued adult education opportunities and facilities to increase workforce skills.
- D. Policy 4 :** Public libraries shall continue to maintain free and equitable access to information needed for full participation in the community, enrichment of one's life and life-long learning.
- E. Policy 5:** Seek opportunities to share facilities and recreation fields to avoid redundancy **(WG's SUGGESTED EDITS)**